



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

July 6, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

A handwritten signature in black ink, appearing to read "Sachi A. Hamai", is written over the printed name and title.

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

REPORT BACK ON COMMUNITY LAW ENFORCEMENT AND RECOVERY PROGRAM (ITEM NO. 30-A, AGENDA OF APRIL 26, 2016)

Pursuant to an April 26, 2016 motion, the Board instructed the Chief Executive Officer (CEO), in consultation with the Interim Chief Probation Officer, the Los Angeles Police Department (LAPD), the Los Angeles County Sheriff (LASD), and the District Attorney (DA), to report back with an evaluation of the County's participation in the Community Law Enforcement and Recovery (CLEAR) program, including:

- An explanation of the criteria used to determine placement of probation officers at police and sheriff stations (Attachment I);
- An analysis of the reasons the nine CLEAR sites were chosen, and, if necessary, recommendations for adjusting the current assignments based on the need in these or other geographical areas (Attachment II);
- An evaluation of CLEAR program data collection system and historical outcomes (Attachment III);
- An assessment of the current CLEAR program's strategy to incorporate current research on the effectiveness of gang intervention, including those generally referred to as "prevention," "intervention," and "suppression" (Attachment IV);
- An evaluation of the County's continued participation in the CLEAR program based on the current fiscal agreement (Attachment V); and

"To Enrich Lives Through Effective And Caring Service"

**Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only**

Each Supervisor
July 6, 2016
Page 2

- A recommendation for how to move forward, and if recommending further participation, a recommendation for incorporating periodic evaluations of program efficacy (Attachment VI).

BACKGROUND

CLEAR is a collaborative program involving law enforcement and public entities to reduce gang activity in Los Angeles' communities. Communities are selected based upon the severity of gang crime in the area. CLEAR also includes a Community Impact Team (CIT) which is comprised of community members, organizations, and individuals (e.g., schools, churches, businesses) that assists the CLEAR team in prioritizing and developing strategies to address community issues and concerns. CLEAR agencies fall into the following categories:

1. Law enforcement agencies; and
2. Community-based agencies (CBO) programs are integral to CLEAR's broader gang prevention and intervention goals)

CEO RECOMMENDATION

The CEO, in collaboration with the Los Angeles County Probation Department (Probation), the LAPD, LASD, DA, and the Los Angeles City Attorney (LACA) evaluated the County's current participation in the CLEAR program and recommend the following:

- Probation should continue its participation in the CLEAR program;
- Harder + Company's is currently completing an evaluation of the CLEAR program. Once it is completed, the County should conduct its own thorough review and reassess all tangible and intangible benefits of continued participation in the program.

Should you have any questions or require additional information, your staff may contact Sheila Williams, Senior Manager, CEO at (213) 974-1155, or Reaver Bingham, Deputy Chief, Probation at (562) 940-2513.

SAH:JJ:SK:
SW:AHW:cc

Attachments

c: District Attorney
Sheriff
Executive Office, Board of Supervisors
County Counsel
Los Angeles City Attorney
Probation

CRITERIA USED TO PLACE PROBATION OFFICERS AT POLICE AND SHERIFF STATIONS

Probation currently has 12 unarmed Deputy Probation Officers (DPOs) assigned to the AB 109 Co-located Program (5 with LAPD, 5 with LASD, and 2 with smaller police agencies). The AB 109 post-release community supervision population within the agency's jurisdiction is the criteria utilized to determine the placement of unarmed DPOs at police/sheriff stations. Population reports and risk-levels are assessed to ensure that caseloads consist of high-risk individuals in heavily populated areas. The agency which requests the unarmed DPO must demonstrate that the co-location relationship is mutually beneficial and provide law enforcement support to the DPO, which may include, but are not limited to, partnered compliance checks, monthly contacts, and task force type activities.

Probation currently has 21 armed DPOs assigned to local law enforcement agencies as well as city, county, State, and federal task forces, including those assigned to CLEAR. Armed DPOs are placed on task forces through a Memorandum of Understanding or contract. The officers' salaries and employee benefits are reimbursed typically between twenty-five and one hundred percent. Overtime is also reimbursed and asset forfeitures are divided accordingly.

SELECTION OF THE NINE CLEAR SITES

According to the program manual, to become a CLEAR site, the targeted area must have a high crime rate. In addition, there must be sufficient support infrastructure in place and CLEAR agency personnel must be available and dedicated to the area. These criteria will be discussed in greater detail below.

In general, areas with high rates of gang-related crime are selected as CLEAR sites. Within each site, there is a primary and a secondary target area identified by LAPD Reporting Districts (RDs). Primary target areas are reporting districts with the most gang activity. Secondary target areas have the second highest level of gang activity. Program resources are deployed to the primary target areas first and then to the secondary areas. This approach ensures that resources are efficiently deployed to areas with the most gang-related crime.

Currently, there are nine CLEAR sites in the County of Los Angeles, all based out of LAPD divisions:

Active in 2016	Established
77 th	June 1999
Foothill (FTH)	September 1998
Estrada (E)	July 2003
Ramona Gardens (RG)	December 2007
Newton (NEW)	June 1999
Northeast (NE)	November 1996
Rampart (RMP)	January 2009
Southeast (SE)	January 2006
Southwest (SW)	January 2008

Formerly, there were CLEAR sites at LAPD Pacific, Mission, East Los Angeles, and Southeast Divisions as well as the LASD Century Station.

The identification of a new CLEAR site or the closing of an existing one has occurred recently because of opportunity, and not based on a fixed timetable. Both actions

depend largely on changing needs and resources. After several early years of expansion, the most recent CLEAR site changes were either pairings of a “recovered” site closing with a new site opening or a shift in resources to a more reasonable location. Both LAPD Pacific and Mission sites were deemed “recovered.”

The purpose of this practice is to maximize the efficiency of closing and opening sites to minimize adverse impact on the community. Each site change involves aspects unique to that site, but also meets certain minimum conditions and follows a general series of steps. More specific information related to opening and closing of CLEAR sites is provided below.

SELECTION OF A NEW CLEAR SITE

The following explains the criteria for considering a new site, the actions taken to ensure those conditions are met, and the first steps for actual implementation.

Minimum conditions: The following conditions must be present to be considered a viable candidate for a new site:

1. *The targeted area must have a high gang crime rate.*
This means high crime rate, but not intractable. A gang intimidated neighborhood may be recoverable; however, a thoroughly gang controlled one may first need law enforcement beyond the resources of CLEAR.
2. *There must be sufficient community infrastructure in place.*
It is possible to create community support within the proposed area, such as a CLEAR Community Impact Team (CIT) that is pro-law enforcement and connected to other community members, groups and institutions.
3. *CLEAR agency personnel must be available to dedicate to the area.*
CLEAR agencies must be able to bring added value in policing and prosecution, and not simply supplant existing efforts.

The Executive Board, consisting of representatives from each of the core departments (LAPD, LACA, Probation, LADA, and California Department of Corrections and Rehabilitation (CDCR)), reviews and considers the following prior to making a final decision about a potential new site:

- Whether resources are or can be made available for the site;
- What LAPD station(s) and LAPD RDs are to be examined;
- Gang crime by quarter (5 years' worth), RD and type of crime;
- Recent gang crime rates (per population) by RD;
- Active area gangs and their activities;
- Other local, State or federal anti-gang or anti-crime programs in the area;
- Local, State and federal political districts and office holders;

- Area schools, churches, service agencies and other institutions;
- Area housing projects;
- LAPD RDs and key locations; and
- Gang Territories.

Using the above data and additional inputs, the Executive Board will then identify the most appropriate primary and secondary target areas. Once the Executive Board has reached consensus on a prospective site, implementation will be initiated. The Executive Board and community stakeholders will announce the new site during a coordinated press conference.

CLOSING A CLEAR SITE

The Executive Board closes a CLEAR site when they conclude that: a) the site has sufficiently “recovered” from gang violence and is not in imminent danger of reverting; b) resources are no longer sufficient to maintain the site; or c) the resources can be allocated better in another community.

Once the determination is made to close a site, the following occurs: (1) a date for official closing is set; (2) each member agency prepares for removal of staff from the site; and (3) generally a press conference is held in order to announce the site’s successes and accomplishments, and to express gratitude to the agencies and community.

Closed sites then are encouraged to maintain CLEAR’s principles and practices, including cross-agency collaboration on intelligence gathering and to maintain local CITs. The Executive Board continues to monitor gang crime statistics at the closed site.

EVALUATION OF CLEAR PROGRAM DATA COLLECTION SYSTEM AND HISTORICAL OUTCOMES

From its inception, CLEAR has contracted with an independent evaluator to provide ongoing feedback and periodic assessment of the program's progress. Los Angeles City recently contracted with a new consulting firm, Harder + Company Community Research, which is instituting a new evaluation system. They recently completed a quarterly assessment for October 2015 – December 2015. They will publish their full report in the Fall 2016.

Their overall findings of this quarterly report were as follows:

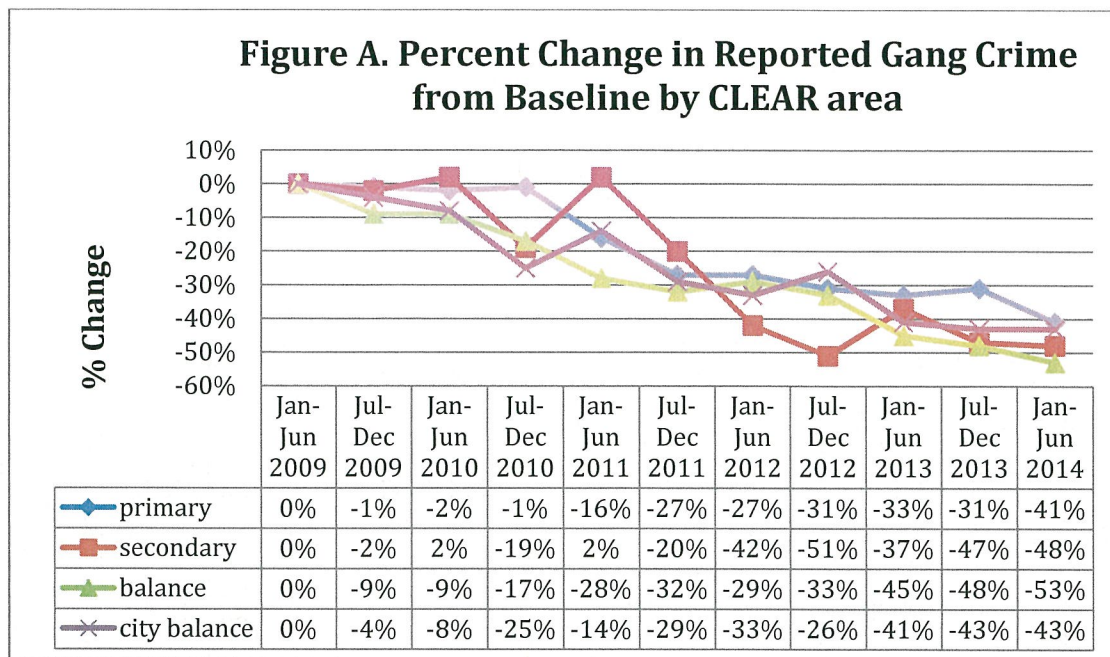
- Agency staff attended a total of 142 CIT meetings.
- Probation conducted a total of 1,603 gang-related searches.
- LAPD made a total of 527 gang-related arrests and recorded a total of 148 gang-related crimes across the nine target areas.
- LACA reported 24 new gang-related misdemeanor cases filed and 7 gang-related misdemeanor cases closed
- The DA reported 8 new gang-related felony cases filed and 9 gang-related felony cases closed. They reported a total of 10 gang-related convictions

The former evaluator, the Center for Non-Profit Management, in their 2014 CLEAR Evaluation Report, found that:

"The most convincing data on CLEAR performance is the extent to which its ultimate goal, community recovery from gang violence, has been achieved over time and from site to site. Testimony from CIT members at Executive Committee meetings, and in evaluation interviews and focus groups, often tell of reduced fear, increased social activity and a new hope for quality of life."

The change in reported gang crime from the 2014 CLEAR Evaluation Report notes the following:

Using the six-month period between January and June 2009 as the baseline, the percent change was calculated in reported gang crime for the four areas of interest for every six-month period, ending with January to June 2014. Figure "A" shows that since 2009 there has been a steady decline in reported gang crime. Except for the CLEAR secondary area (July to December 2012), the largest decrease in reported gang crime was in the last six-month period of each area. All areas had an 11 % decrease in gang crime. The CLEAR secondary RDs and division balance showed the biggest decline (-48% and -53%, respectively). However, Los Angeles City balance also shows a steady decline (overall -43%), which makes it difficult to isolate CLEAR as the sole factor leading to the decline in reported gang crime.



The Mayor's Office of Public Safety (LA City Lead) submits quarterly and annual Performance Measure Reports on CLEAR to the Bureau of Justice Assistance. These reports assess accountability measures established for each CLEAR agency.

Additionally, a comprehensive review of the CLEAR program was conducted last year by the City Mayor's Office. They concluded that the CLEAR model is viable and working.

Once a year, each site appears before the Executive Board. The Board and the CIT members evaluate that site's performance, with input from that division's command staff.

The CLEAR database was recently updated to capture data such as outcomes and community engagement. The database focus has shifted from statistics to community outcomes, accountability, and programs that focus on narcotics and cyber-crimes, and coincides with the Department of Justice (DOJ) reporting requirements.

ASSESSMENT OF THE CURRENT CLEAR PROGRAM'S STRATEGY TO INCORPORATE CURRENT RESEARCH ON THE EFFECTIVENESS OF GANG INTERVENTION, INCLUDING THOSE GENERALLY REFERRED TO AS "PREVENTION," "INTERVENTION," AND "SUPPRESSION"

The U.S. DOJ's Office of Justice Programs (Office of Juvenile Justice and Delinquency Prevention) published a study/bulletin in December 2010 entitled, *Gang Prevention: An Overview of Research and Programs*, which depicts a framework for delinquency prevention and early intervention as discussed below.

Because gang membership is presented as a pathway to serious and violent delinquency, delinquency prevention programs must work to target gang involvement. At birth or beginning in the prenatal period for some infants, the biological family is the central influence on infants and children. During preschool, and especially in elementary school and onward, the array of risk factors expands as some children are exposed to negative influences outside the home (particularly school problems and delinquent peers). Family, school, and peer influences continue from childhood to young adulthood, although family influences gradually fade as friends become more important. In addition, individual characteristics and community factors can come into play at any point during childhood and adolescence. Prevention and intervention efforts are organized around age periods, from about age 3 into young adulthood. Research supports the progression from conduct problems to gang involvement to serious and violent offending. Concentrated disadvantage at the community level, family problems, and individual characteristics lead to early childhood problems (aggression and disruptive behavior). Each of these events increases the likelihood of delinquency in childhood and gang membership in adolescence.

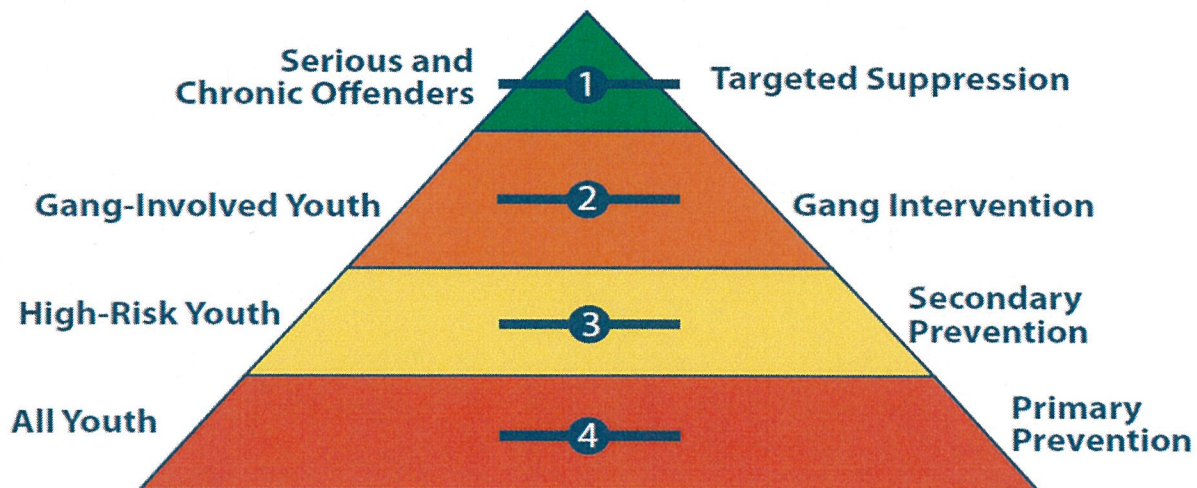
Current research suggests three distinct strategies for early intervention with pre-delinquents and delinquents. The first strategy is to intervene at the individual level with at-risk children. The second strategy is family prevention, and the third strategy is school and community-level prevention.

If these intervention strategies address risk and protective factors at or slightly before the developmental points at which they begin to predict later gang involvement and other problem behaviors, they are more likely to be effective.

A balance of prevention, intervention, and suppression strategies is important for success in any community. Prevention programs target youth at risk of gang involvement and help reduce the number of youth who join gangs. Intervention programs and strategies provide sanctions and services for younger youth who are actively involved in gangs to push them away from gangs. Law enforcement suppression strategies and intensive services target and rehabilitate the most violent gangs and older, criminally active gang members.

Below is a model that is useful for planning a continuum of programs and strategies in a community with gang problems. Group 1, at the top of the triangle, represents serious, chronic, and violent gang and non-gang offenders. These offenders make up a relatively small portion of the population, but commit a disproportionately large share of illegal activity. Group 2 consists of gang-involved youth and their associates, who make up a relatively larger share of the population. These youth are involved in significant levels of illegal activity, but are not necessarily in the highest offending category. They typically range in age from 12 to 24 years old. Group 3 is made up of high-risk youth 7 to 14 year olds who have already displayed early signs of delinquency and an elevated risk for gang membership, but are not yet gang involved. Most of these youth will not join gangs, but they represent a pool of candidates for future gang membership. Group 4 represents all youth living in a community where gangs are present.

Gang Prevention and Intervention Strategies



Source: Wyrick, 2006.

These four groups should be targeted with the four basic strategies for combating gangs:

- Members of Group 1 are candidates for targeted enforcement and prosecution because of their high level of involvement in crime and violent gangs and the small probability that other strategies will reduce their criminal behavior. These individuals may represent as few as 4 to 8 percent of offenders, but they may account for the majority of all adolescent crimes in some communities.
- Members of Group 2 are candidates for intensive treatment services and supervision. Such services should include group therapy, family therapy,

mentoring, and cognitive-behavioral therapy – consisting of as much as 40 hours of direct contact over a 130-day period.

- Members of Group 3 are candidates for secondary prevention services, which are less intensive than those provided to Group 2, but more intensive than those provided to youth in the community at large.
- Members of Group 4 receive primary prevention services.

Primary prevention refers to services and support that reach the entire population in communities with large amounts of crime or gang activity. These efforts address needs or risk factors and are available to all youth and families in a community. Government, local schools, community organizations, or faith-based organizations may deliver these services. Examples of primary prevention include public awareness campaigns, one-stop centers that improve access to public services, school-based life skills programs, community cleanup and lighting projects, and community organizing efforts.

Secondary prevention refers to programs and services directed towards youth that have already displayed early signs of problem behavior and are at high-risk for gang involvement. For many people, this group is recognized as the top prevention priority because youth in this group are most likely to confront the decision of whether or not to join a gang in the near future. If secondary prevention programs offer attractive alternatives, they can provide socially rewarding, healthy, and accessible social opportunities that serve to divert a youth's time and attention from the gang lifestyle. In addition, "effective support systems are necessary to address specific social, emotional, and psychological needs and challenges faced by adolescents," particularly high-risk adolescents. Lastly, program staff must hold adolescents accountable for their behavior; program staff should demonstrate and enforce clear expectations for appropriate behavior.

The current program strategy and primary purpose of CLEAR is to facilitate the recovery of gang-infested communities. This is accomplished by decreasing gang crime in targeted communities through an effective, cross-agency collaboration with city and county criminal justice agencies. The CLEAR team includes LAPD, Probation, LACA, DA and the CDCR - Division of Parole Operations.

CLEAR is primarily law enforcement, and is anchored in the suppression end of the anti-gang program continuum. Yet, on balance, it is also community-based (as in community policing and community oriented prosecution outcomes, i.e. seeking terms of probation that are consistent with the needs of the community), and has explicit, built-in ties to community programs that seek to prevent gang violence, including multidisciplinary teams, school programs, nonprofit and public social services, and other community-based organizations such as churches and community centers that

appreciate the “preventive” and “community-building” nature of the collaborative law enforcement approach.

CLEAR teams are comprised of representatives from the LAPD, Probation, and DA and LACA. In this collaboration, the teams assign officers/deputies to establish a focused police presence to address visible gang activity in the affected neighborhood, including identifying and arresting gang members involved in criminal activity.

One DPO is assigned to each CLEAR site and coordinates and participates with their teams in special operations, search and seizures, ride-a-longs and mission based enforcement. Probation will arrest probationers for violations of conditions of probation and initiate related proceedings with the court. Coordination with the DA will ensure that gang members being placed on probation receives appropriate “probation-related gang conditions.”

The DA and LACA designate specially trained deputies to ensure that active gang members in the target areas are vigorously and effectively prosecuted, with maximum and appropriate sentences which include incarceration, as well as specific and enhanced conditions of probation/parole. The DA reviews and provides filing on all felony gang arrests made by the CLEAR teams while the LACA does the same for all misdemeanor gang arrests. Collaborative efforts among the partner agencies allows for the monitoring of chronic, repeat offenders on probation/parole, resulting in violations of their probation/parole provisions being immediately enforced and calendared in court.

Neighborhood-based probation and parole conditions are developed to address chronic neighborhood problems associated with the targeted gang. Civil gang injunctions are prepared by collecting declarations from residents, police officers, local business and government representatives which establish that a specific gang’s activities constitute a criminal nuisance. Police officers are trained on enforcement of abatement conditions. Probation and CDCR members assist the LACA and DA with proper filing of probation/parole violations, and with court representation.

The DA and LACA participation allow for prosecution of identified gang members, promoting consistent attention by law enforcement and prosecution. In addition, the DA and LACA encourage weapons recovery by training law enforcement officers assigned to the particular CLEAR sites in the laws related to search and seizure which results in the appropriate seizing of guns and successful prosecution of gang members for illegal weapons possession. In conjunction with the LAPD, the LACA further identifies and targets gang-related crisis locations for narcotics abatement actions. In addition, code enforcement activities are taken against property owners or tenants to eliminate narcotics nuisance locations and related criminal activity at those locations.

The teams work to compile criminal history profiles of identified gang members and locations, which results in the prosecution of serious felony gang crimes as well as

misdemeanor “gang, gun and quality of life” crimes according to priorities set by local police officers, council members and community groups.

Participating entities invoke local curfew and truancy ordinances, as appropriate, to reduce the opportunities for youth to become victims/perpetrators of crime, as well as to positively impact community perceptions and fears of gang influence.

CLEAR’s broader purpose beyond gang suppression is to recover gang-distressed communities. One CLEAR strategy to encourage community-rebuilding is to establish meaningful relationships with programs that can prevent gang activity, or that intervene early in the lives of individuals who are at-risk for criminal behavior, with the goal of diverting them toward more law-abiding and constructive lives.

The following are descriptions of available prevention and intervention activities. It should be noted that the majority of these efforts are undertaken by the Mayor’s Office of Gang Reduction and Youth Development (GRYD). GRYD was developed and overlays CLEAR sites in order to facilitate the prevention and intervention components necessary to the “recovery” of a gang infested area.

PREVENTION

The Operations Team located at each CLEAR operational site is comprised of operations-level representatives (e.g., police officers, deputy district attorneys, city attorneys, deputy probation officers and parole agents) that can interface with schools and CBOs to link siblings of gang members, and other at-risk youth, with appropriate existing prevention activities. These include activities such as afterschool recreational and enrichment programs, conflict resolution training, substance abuse education and mentoring.

Local CLEAR programs can also coordinate with other city and county funded prevention efforts such as GRYD, parent education, youth activities and community revitalization. Prevention strategies can include evaluating existing community-based organization programs, creation of additional prevention programs, as needed, and referral of non-probationers to appropriate community services.

INTERVENTION

CLEAR core agencies can also engage in or coordinate with programs designed to intervene in criminal gang activity. This includes working with GRYD sub-contractors and enforcing juvenile curfew and truancy ordinances to reduce opportunities for youth to become victims or perpetrators of crime, while at the same time reducing community perception and fear related to gang influence.

The CBOs that collaborate with CLEAR are: 1) public/governmental; 2) schools; 3) non-profit service organizations; and/or 4) community-based programs that are supported by the CLEAR core agencies themselves.

The collaboration between core CLEAR operations, CBOs and programs takes two essential forms:

1. Apart from giving input and feedback regarding law enforcement interventions to the CLEAR Operations Team, the CIT is also a primary vehicle for community members to request the services of public and nonprofit agencies. This is done either directly at CIT meetings or through CIT member liaisons, such as CLEAR Operations Team representatives and/or local City Council representatives.
2. CLEAR executive or operations staff, particularly the designated community liaison, may involve CLEAR directly in community programs related to gang prevention and intervention, without any direct CIT connection. This may take the form of participation in local program advisory groups, assistance with grant proposal writing, staffing workshops or presentations, and/or other program involvement.

The CIT, located at each CLEAR operational site, is comprised of area residents, representatives of community agencies, business people and other stakeholders. Its basic function is to link CLEAR with the community and to assist the Operations Team in identifying and addressing gang related criminal activity and nuisance problems.

EVALUATION OF THE COUNTY'S CONTINUED PARTICIPATION IN THE CLEAR PROGRAM BASED ON THE CURRENT FISCAL AGREEMENT

The Edward Byrne Memorial Justice Assistance Grant (JAG) program is utilized to fund several city and county programs, including CLEAR. The City and County of Los Angeles are grouped as disparate jurisdictions for the grant. The City acts as the fiscal agent and submits all required reports and grant adjustments, as needed. The City ensures that County expenditures are in compliance with the grant guidelines. The City and County expends the funding based on a 50/50 split of the total allocation (after the deduction of 10% of the award by the City for the administration of the grant). Based on the Professional Services Agreement (PSA) for the JAG as of 2014, the City will provide the County a total of \$668,000 as follows: \$261,000 to Probation to partially fund salaries and employee benefits for nine existing DPO II positions; and \$407,000, to DA to partially fund salaries and employee benefits for nine Deputy DA III positions, respectively. The cost breakdown for Probation amounts to approximately 25% of a full-time Armed DPO's salary and 33% of a full-time Assistant DA's salary for each of the nine sites.

Probation has allocated a total of one armed DPO II item for each of the nine current CLEAR sites. Each armed DPO works with their dedicated team on a 4 day, 10 hour work schedule. Teams work generally from 2:00 p.m. to 1:00 a.m., Wednesday through Saturday. Each DPO is a fully vetted team member and participates in nightly ride-a-longs, engages in suppression efforts and participates in the bi-weekly CIT meetings.

The CITs focus is specifically on quality of life issues and the nuisance caused by gang crime and gang activity. The CIT also facilitates a link between CLEAR's suppression efforts and other gang prevention and intervention programs. Community members on the CITs identify effective community organizations in their area and facilitate a relationship between those organizations and the various law enforcement agencies, and work to partner to secure support from individuals and businesses within the community.

Los Angeles Sheriff's Department

LASD does not have deputies assigned to CLEAR. LASD was a CLEAR core agency from the inception of the program in late 1996 until September 2006. LASD provided a response to the Board motion as follows:

Since the inception of the CLEAR program in 1996, the LAPD has deployed operation teams housed in sites within targeted areas with high criminal street gang activity. The program includes the use of probation officers, deputy district attorneys, community members, and LAPD officers, who collaboratively develop strategies to deal with individual problems in the areas they serve.

Over ten years ago, LASD had limited participation in the CLEAR program at Altadena Station. Before that, the East Los Angeles Sheriff's Station's gang unit had partnered up with LAPD Hollenbeck Station's CLEAR program in the late 1990's for a short time only. The Sheriff's CLEAR program has since been discontinued, but many of its functions are represented in different LASD gang prevention and intervention programs.

Following the Board's April 26, 2015 action, the LASD reviewed its current gang intervention programs and the feasibility of participating in the CLEAR program. LASD has always been committed to working closely and cooperatively with a variety of stakeholders involved in community-based programs involving gang intervention, prevention, and suppression. Their long standing relationships with the DA's Office, parole and the probation departments continue today with a cooperative mission of reducing gang activity in Los Angeles County. The LASD Operation Safe Streets Bureau, which has a dedicated mission of targeting criminal street gangs, conducts regular operations alongside POs with a shared goal of suppressing gang activity. Bureau teams partner with POs multiple times each month, targeting known active gang members and ensuring they are in compliance with their probationary terms. Personnel from Operation Safe Streets Bureau also work closely with the DA's Hard Core Division, prosecuting gang members who commit criminal acts to benefit their criminal street gang.

As with many different divisions within LASD, the Operation Safe Streets Bureau has suffered a reduction in personnel. As a standard practice, Operation Safe Streets has traditionally placed its teams in high crime areas that are impacted by gang violence. However, due to the personnel shortages, Operation Safe Streets Bureau could not sustain a CLEAR program such as the LAPD has done, without sacrificing its investigative resources.

Included in the LAPD's model for the CLEAR program are intervention workers employed by the city. These intervention workers are generally ex-gang members, who are hired to help suppress gang violence. However, there is no true measuring device to determine the success rate of these individuals other than self-generated statistics, which are difficult to confirm.

Currently, LASD utilizes several programs that focus on at-risk youths including the Gang Diversion Team, Youth Activity League, and the Vital Intervention Directional Alternatives program. Each of those station-based programs uses direct intervention and diversion strategies in order to identify at-risk community members and direct them towards positive alternatives to the daily challenges they face.

One example of an LASD program is the Gang Diversion Team operating in the Carson Station area, which manages a large gang intervention program. Through community outreach, the program identifies at-risk youths and offers each youth with a series of community programs which are designed to direct the individual away from the negative influences they encounter each day. Throughout the ten-year existence of the program,

over 900 at-risk youths participated in the program. Utilizing community groups, mentoring, and volunteers from local universities, the program successfully deters youths from street gangs and has recorded success rates up to 75% for participants in the program.

Along with patrol station-based programs, Operation Safe Streets Bureau has incorporated gang diversion as part of its mission. The Bureau continually attempts to locate and/or identify young adults and juveniles who are at risk of falling into a life involved in the non-productive gang culture, through the many contacts it makes with member of the diverse communities we serve. The goal of the Operation Safe Streets Bureau is to get in front of the proliferation of gangs before at-risk persons are immersed into the criminal justice system. After identifying at-risk candidates, Bureau personnel will partner with the local LASD Station to evaluate appropriate programs, such as the Gang Diversion Team, for individuals who want to explore opportunities instead of associating or involving themselves in gang activity.

After the review of the LAPD's CLEAR program, it is evident that the program is multifaceted and incorporates many of the industry standard strategies on gang prevention recognized by the law enforcement community, such as suppression, intervention, and diversion. The infrastructure needed to support a similar program within the LASD would be overwhelming for the current human resources available. Recognizing fiscal prudence, the current structure of the LASD's anti-gang programs provide the necessary tools for community members to seek and receive any assistance from the LASD.

The LASD will continue its mission of being proactive in their approach to gang prevention, while continuing their partnership with the communities they serve to ensure the highest possible quality of life.

FINAL RECOMMENDATIONS INCLUDING PERIODIC EVALUATION OF PROGRAM EFFICACY

As noted in the DOJ study/bulletin, targeted suppression of serious and chronic offenders is a necessary strategy for combating crime. Per the CLEAR Program Manual:

“CLEAR’s primary purpose is to facilitate the recovery of gang-infested communities. This is accomplished by decreasing the criminal activity of targeted gangs in designated communities through an effective collaboration among several City and County criminal justice agencies, and partnerships between this core collaborative and affiliated agencies, programs and individuals in the targeted communities.”

A balance of prevention, intervention, and suppression strategies is important for success in any community. Prevention programs target youth at risk of gang involvement and help reduce the number of youth who join gangs. Intervention programs and strategies provide sanctions and services for younger youth who are actively involved in gangs to push them away from gangs. Law enforcement suppression strategies and intensive services target and rehabilitate the most violent gangs as well as older, criminally sophisticated and active gang members.

CLEAR, by design, supports the suppression aspect of the prevention, intervention, and suppression strategies. It is accomplished in concert and collaboration with the core stakeholders in local government that can make a difference.

The Executive Board and Administrative Director maintain continuous communication with each CLEAR site to produce and present a monthly report of activities by site and agency. There continues to be a robust evaluation process already in place where the CLEAR sites are reviewed monthly and a bi-annual comprehensive evaluation/review/report is conducted by an outside entity. As noted above, the Mayor’s Office recently contracted with a new consultant who is conducting a new CLEAR Program Evaluation. That report, and the accompanying statistical results will not be ready until late August/early September 2016.

Probation has utilized the CLEAR teams in after-hour and weekend-type law enforcement assistance. For instance, this may range from Probation Camp absence without leave (AWOL) apprehensions in the community to after-hour armed assistance activities within the CLEAR jurisdictions. There is great benefit to have dedicated teams consisting of local law enforcement and probation available in instances where either community safety and/or officer safety/mutual aid situations arise.

Probation is a vital component of each of the CLEAR teams. Probation provides an ongoing and continuous flow of probationer-related information to the CLEAR teams, which in turn assist Probation in conducting more than 5,000 probation-related searches

and/or arrests in the community each year. In addition to the foregoing, Probation's participation with the CLEAR teams allows for the reciprocal flow of critical law enforcement related information between the agencies and to upper management of all involved agencies.

If Probation were to consider withdrawing from the CLEAR program: 1) Probation's community effectiveness would be decreased in regards to its mission to promote community safety; and 2) withdrawal may potentially impact the viability of the JAG grant, which requires a collaborative, multi-agency effort involving local law enforcement, district attorney's, probation and parole.

The continued participation in the CLEAR program as noted in the current PSA is consistent with the Countywide Strategic Plan Goal 1: Operational Effectiveness/Fiscal Sustainability; and Goal 3: Integrated Services Delivery. The continued collaborative efforts between multiple jurisdictions committed to the same goal of ridding neighborhoods of gang violence acts as a force-multiplier to Probation's other armed units, whose duties and responsibilities include but are not limited to the following:

- Probation/AB 109 sweeps and special law enforcement operations.
- Apprehension, compliance, and enforcement operations.
- Patrols and Police ride-a-longs.
- Search and seizure operations, coupled with surveillance.
- Monitor and enforce terms and conditions of probationers and AB 109 post-released supervised persons.
- Provide local police agencies with intelligence and ensure that probation violations will lead to timely and appropriate sanctions and/or modifications of conditions of probation.

The County's involvement in CLEAR should not only be viewed in light of the percentages or reimbursement; but rather, also by the nature of the work that the department's other armed staff is responsible for on a daily basis. The CLEAR program provides a mechanism to carry out Probation's mission of Enhance Public Safety and Effect Positive Probationer Behavioral Change with the benefit of additional law enforcement resources at no additional cost to the County (i.e. LAPD teams). As noted above, it is recommended that Probation continue its participation in the CLEAR program. Once Harder + Company's evaluation is completed, the County should conduct a thorough review and reassess both the tangible, as well as the intangible, benefits of continued participation in the CLEAR program.

The CLEAR Executive Board is committed to making the community safer in all aspects. In summary, the program has demonstrated long-term success and the teams remain dedicated to accomplishing their mission of making communities safer.